

Consolidated Summary: e-Discussion on Capacity to Effectively and Sustainably Deliver Local Basic Services to the Poor

10 December 2007

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Facilitator's Note: Please see below the consolidated summary of the e-discussion on **‘Capacity to Effectively and Sustainably Deliver Local Basic Services to the Poor’**. The discussion took place on 8 October – 6 November, 2007. The aim of the discussion was to pull together the UNDP’s as well as external partners’ knowledge, insights and lessons learned on this theme and to determine the follow up steps that will enrich our efforts towards the MDGs.

The discussion generated 73 responses from colleagues and external partners across regions, sharing their valuable knowledge and field experiences on the challenges and successes on local service delivery.

Contributions shared illustrated diverse experiences across 38 countries, namely, Tajikistan, Ukraine, South Africa, India, China, Republic of Korea, Lesotho, Pakistan, Uganda, Kenya, Thailand, Benin, Mozambique, Nepal, Sri Lanka, Philippines, Lao PDR, Malawi, Nigeria, Senegal, Cambodia, Ghana, Turkey, Indonesia, Zimbabwe, Botswana, Zambia, Mali, Peru, Honduras, Guatemala, Bangladesh, Mongolia, Chile, Namibia, Malawi, Rwanda, and Fiji.

The purpose of the consolidated summary is to highlight key issues and ideas that emerged during the discussion around service delivery to support countries more effectively in their poverty reduction efforts and progress towards the achievement of the MDGs.

Once again, on behalf of the moderation team, I wish to thank you for your contributions to this e-discussion. As mentioned earlier, we hope this e-discussion will influence practical work and new partnerships in local service delivery.

E-discussion Moderation Team:

- Prof. M. Sohail from the Water, Engineering and Development Centre (WEDC) of the Loughborough University (UK)
- Maleye Diop, PPP-SD's Global Task Manager, UNDP
- Batdelger Luuzan and Kwame Asubonteng, Policy Specialists, PPP-SD Team, UNDP
- Jayne Musumba, Capacity-Net Facilitator

Special thanks to: Dr Sue Cavill, Loughborough University, for her support to the team.

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e-Discussion Summary:

1. [How Government can better channel the energy and innovations of Non-State Actors to improve local basic service delivery and contribute to the MDGs.](#)

Access to basic public services is vital to poverty reduction and the achievement of the Millennium Development Goals (MDGs). However, it was recognised that state services do not always reach the poorest segment of the society for a complex set of reasons (i.e. unsecure land tenure, low cost recovery capacity, high costs of service provision, inadequate service delivery models, lack of political will). A large proportion of the basic public services that people (including poor people) receive are provided by non-state actors including the 'for-profit' sector. Contributors to the e-discussion recognised the potential (though it should be made clear that a state has an essential role to play) of partnerships to improve service delivery and contribute to poverty reduction. It was also explored the potential of the private sector and other Non-State Actors to expand basic services coverage, access, improve efficiency of their delivery, affordability, mobilise financial resources to supplement inadequate national budgets, and free up public resources.

In particular the role of Civil Society Organisations (CSOs) to improve service coverage as well as in making PPPs for public services and the regulatory regimes work for the poor was discussed. CSOs can mobilise the community's support for and play an oversight role on behalf of poor users and the public with regard to the service delivery quality, quantity, coverage, and affordability. However, most NGOs that implement service delivery projects face problems with sustainability after the project is over due to the lack of connectivity to the evolving public policy frameworks. Thus, participants raised the importance of embedding capacity

development tools and efforts into the national development plans to ensure greater sustainability. There is an argument to have a comprehensive regulatory regime that also governs the participation of non-state providers of public services.

A number of suggestions were made by contributors as to how government can better channel the energy and innovations of Non-State Actors in order to improve local basic service delivery to the poor. **Some of those suggestions include that** government needs to:

- Fully recognise Non-State Actors and see them as reliable partners in efforts to improve service delivery to the poor.
- Provide the necessary supporting mechanisms to Non-State Actors in terms of institutional and legislative frameworks, policy guidelines, enabling and supportive financial markets and access to secure tenure.
- Involve the community and the poor themselves in setting service delivery priorities, infrastructure investment planning, level of service and oversight and responsive feedback mechanisms (accountability) as well as in co-production and co-financing in service delivery for poverty reduction.
- Investigate the possibility of formal contractual arrangements in partnerships (e.g. in joint ventures of government with non-state providers). These could include operational targets and which set out the rights and duties of both the government and its partners.
- Consider the potential of partnerships with Non Government Organisations and small scale private sector where the larger private sector companies are unsuitable for a pro-poor PPP (either because of the lack of the necessary scale of activity and/or profit margin, or because they can only generate adequate profits by effectively increasing prices or generating excessive external costs).
- Create a platform for service users (through their user associations) to have information and demand accountability from service providers and influence the delivery of effective services.

2. Key capacity challenges that Government (national/local) and other Non-State Actors are faced with to address local basic service delivery for the poor?

(a) **National governments:** Central and local governments need to be supportive of partnership at the local level (i.e. by providing policy guidelines, approving related programmes and budgets, transferring of funds to local bodies on time and coordinating the implementation process) therefore capacity development at higher levels of government to ensure this is necessary. Some participants highlighted the need to overcome bottlenecks of institutional dualism in the context of devolution of powers, i.e. ministry chapters at the local level are in competition for resources and personnel with local government institutions that are also required to deliver on similar services. National government also has a key role in addressing the structural problems that prevent the poor from having efficient and sustainable service use and in advocating for the poor to be active actors and partners in service delivery initiatives that are developed to respond to their needs.

(b) **Local governments:** An increasing number of countries are decentralising governance and delegating many of these public services to sub-national/local governments that have now the pivotal responsibility of directly meeting these basic needs of their population. The capacity (human, institutional, financial) of local governments was seen by some as perhaps the single most important critical factor for facilitating the emergence and development of multi-stakeholders partnerships and in up-scaling successful service delivery initiatives. For the public sector, whilst encouraging and creating conditions for partnerships with non-state actors may relieve its need for technical capacity to directly provide services and to a certain extent the financial capacity if these actors or communities are capable of paying (which may not be the case for the

poor), it still requires the other capacities of planning, negotiation skills, financial support coordinating, monitoring and in addition to regulating. However, there are often insufficient technical skills (such as financial and project management skills) and softer skills (such as public participation, multi-stakeholders engagement, assessing and understanding community needs, identifying service sectors that are suitable for partnerships with non state actors, and communication) that are often critical for pro-poor initiatives in smaller municipalities. A number of contributors suggested the creation of PPP units at national level to help local authorities with PPP implementation. Whilst others suggested the need for a combined approach to build the capacity for PPPs, that is building the skills within the government and at the same time using external high qualified advisers, and bringing them in as early as possible. The possibility of engaging in inter-municipal cooperation to encourage exchange of experiences and lessons learned and combining resources and expertise was seen as a possibility to address capacity gaps and to compensate for shortcomings and take advantage of economies of scale.

(c) **Regulators:** Special attention has to be given to the design of the regulatory framework and suitable regulatory agency in order to develop and implement regulatory policies and regimes for basic services delivery sector with strong poverty reduction targets and incentives. There is also a need to be able to mainstream poverty reduction targets into contractual arrangements with easily measurable performance indicators. A regulatory framework and system should be established that includes a set of quality standards, level of service and conditions for effective and sustainable provision of basic services to the poor.

(d) **Non-state providers** to meet poverty reduction targets and requirements; a number of contributors highlighted the limited human, technical, technological, financial and information resources and competencies of the Non-State actors. There is a perceived need to develop their capacity with respect to knowledge and experience on proposals development, contract management, financial analysis, mediation procedures, engaging the poor in service delivery, etc.

(e) **Civil society organisations** may play a pro-active awareness raising roles to ensure that service delivery targets and poverty reduction efforts are fully taken into account and are being met and followed. Capacity for CSOs to play their oversight and constructive engagement with service providers and government is critical.

3. Key capacity challenges affecting the scalability of successful local basic service delivery multi-stakeholder partnership initiatives.

The issue of scaling up was viewed in the e-discussion both in terms of integrating innovative approaches used by non-state providers into the regular work of local governments and by disseminating replicable models of collaboration. It was recommended that partnerships be viewed in the context of growth and development in order to allow for scalability, sustainability and poverty reduction, thus projects should be designed and validated by the insights and participation of the users and beneficiaries.

The participants highlighted a number of capacity challenges affecting the scalability of successful multi-stakeholder partnership initiatives to deliver local basic services and make greater impacts in poverty reduction and the MDGs. These included:

- **Capacity of governments to engage with non-state providers of services to ensure effective and sustainable delivery of services:** Where government capacity is very limited, the capacity is bound

to be low in effectively engaging with more innovative methods of service provision through multi-stakeholders partnerships. Capacity is not only about skills and procedures, but also about incentives and governance (including institutional reforms, leadership capacities and accountability). Political will from Government is needed to involve other actors at national and local levels and to recognise Non-State Providers as partners in service delivery. It was said that the most complex and yet most fundamental challenge to the delivery of services is the mindsets, the attitudes and culture of the public service – leaders and workers alike.

- **Capacity of governments to capitalise on successful non-state provider initiatives:** Weak government capacity means that there is also limited capacity in cross-fertilisation of innovations made by non-state actors through knowledge sharing and iterative and inclusive planning processes. Capacity must be built among service providers to identify and implement flexible and non-traditional service models.
- **Capacity to develop adequate policies and set up institutions to support non-state providers of services:** Public-Private-Community initiatives should be institutionalised, for example through national policies. This would provide initiatives with a legal mandate that would give such development activities more teeth. However, it was also noted that even if relevant policies and regulations exist, they are often not effectively implemented or enforced.
- **Capacity to monitor performance of service providers, regulate service sectors and ensure inclusive participation of users in choosing and assessing services through adequate oversight and feedback mechanisms:** It was generally acknowledged by the participants that partnerships in service delivery are dependent on the capacity of governments (national or local) to regulate the provision of public services by third parties. The importance of M&E was highlighted (in terms of access, affordability, quality and quantity of outputs, outcomes and impacts, depending on the service sector) to recommend improvements in efficiency, effectiveness and other aspects of the provision process.

4. Key lessons on multi-stakeholders partnerships for local basic service delivery initiatives involving multi-stakeholders partnerships, highlighting concrete actions and activities on the ground.

The need for the establishment of adequate funding mechanisms for pro-poor PPPs in local basic services delivery and the lead role of government in making this happen with support from development partners has emerged as an important issue from the discussion. Whilst the contributors concurred that there definitely is a need for more resources to effectively deliver sustainably basic public services to the poor. However, increased financing alone was not viewed as sufficient. It was generally agreed that capacity development (along with inclusion, partnerships and accountability) and transparent governance system are needed to absorb the funds and to effectively use the resources to meet poverty reduction targets and sustainable service delivery. Increasing public expenditures may not have the anticipated outcomes where capacity of institutions are weak and accountability inexistent. Improving the capacity of local government was seen by some as the only way to guarantee a sustainable delivery of local services or provide investment financing from their own internally-generated resources. Since basic services are public goods and in a number of developing countries, markets fail to provide such services equitably, a number of participants highlighted government's ultimate responsibility to provide services, especially to extremely poor communities, and thought that the efforts should go towards reforming these public institutions. Participants shared a number of lessons learned from

their experience with local basic service delivery initiatives involving multi-stakeholders partnerships^[1], these included:

- Simply increasing the finance alone is not enough, it is also important to analyse government's budget decisions, the equity and efficiency implications of what and who gets increased funds.
- Accountability in the partnership process is key (particularly in relation to information capacities, monitoring outputs, impact and outcomes). Accountability arrangements that ensure consistency and transparency in PPPs arrangements include a legal and institutional framework, a dedicated agency that supports PPP development, capacity development of local government officers, guidelines and model documents about multi-stakeholders partnerships.
- Partnerships should be targeted to the most vulnerable communities to ensure that services are delivered in remote and difficult- to- reach areas and accessed by poor and marginalised groups. These partnerships should also involve the poor themselves to better integrate their service delivery needs and preferences and ensure greater local ownership.
- Capacity development for community representatives is crucial if communities are to initiate or play a critical role in PPP for service delivery initiatives.
- There is a need for local leadership in partnerships development and management, i.e. having a local champion that can rally different stakeholders around a common goal and align interests.
- PPPs require a lot of time and patience - enough time should be given to awareness raising, education and capacity development.
- After gaining experience from several "operational" projects, more ambitious "investment" projects with longer periods can be tried to improve service delivery coverage.
- Supply-driven capacity development intervention programs tend to undermine the existing potentials within the communities (in terms of human resource and facilities). Systematic capacity assessment should be undertaken to ensure adequate capacity development responses.
- There is a need for tripartite agreements between the service provider, municipal authority and utility agencies or “quadrilogues” on local service delivery involving government (national and local), service providers (public and private) and users.

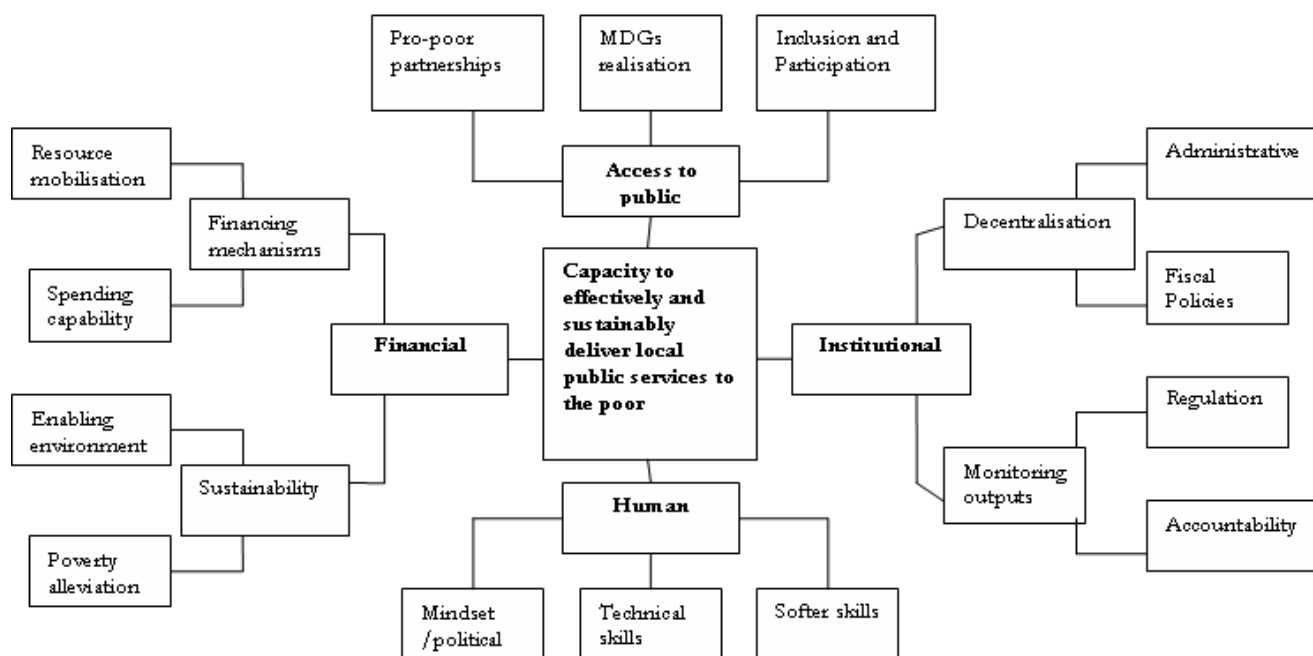
^[1] Examples were given of pro-poor PPP from Southern Africa, Nigeria, India, Sri Lanka, US, and the Philippines to show how PPP contracts can innovatively extend services to the poor.

Conclusion

It has been recognised that non state actors have a critical role to play in service delivery to the poor and that governments (national and local) need to fully recognise that and put in place the enabling environment. In order for this to happen, government itself needs a set of capacities that enable it to play its role to ensure greater service delivery coverage, access and affordability of services by the poor while keeping adequate standards and quality of services.

It is also recognised that more research is needed to document examples of good partnerships for local service delivery practices and help fill the information and knowledge gaps on the effectiveness of the service provision by the public and non-state partners, the available local capacity (at national and local level) and the new service delivery requirements. South-South cooperation through intra-regional and inter-regional learning and exchange need to be developed to foster cross-fertilisation and mutual learning from partners facing similar service delivery challenges and who are exploring alternative service delivery models involving on multi-stakeholders partnerships for public service provision that meet the need of the poor and contribute to the realisation of MDGs targets.

Annex: Flow Chart for Local Service Delivery



Contributions were received, with many thanks, from:

1. Jan Harfst, <i>Consulting & Advisory Services, The Netherlands</i>	38. Angela Kwinjo, <i>Municipal Development Partnership, Eastern & Southern Africa, Zimbabwe</i>
2. Tshepang Mosica, <i>eThekweni Municipality, South Africa</i>	39. Geraldine Fraser-Moleketi, <i>Minister of Public Service and Administration, Government of South Africa</i>
3. Yusuf Patel, <i>Department of Provincial & Local Government, South Africa</i>	40. Abdul Quium, <i>UNESCAP Bangkok</i>
4. Minoli de Bresser, <i>The Netherlands</i>	41. Adesina Fagbenro, <i>DFID, Nigeria</i>
5. Alejandro Rausch, <i>USA</i>	42. Elisabeth Paul, <i>Cooperation Technique Belge, Mali</i>
6. Richard Batley, <i>School of Public Policy, The University of Birmingham, UK</i>	43. Murray Biedler, <i>European Union, Brussels</i>
7. Mathabo Makuta, <i>UNDP Lesotho</i>	44. Anthony Smith, <i>Farne Project Consultancy</i>
8. Michael Mowlam, <i>Tedcor, South Africa</i>	45. Ken Caplan, <i>Building Partnerships for Development in Water & Sanitation, UK</i>
9. Mikiko Tanaka, <i>UNDP Pakistan</i>	46. Ken Afful, <i>UNDP Sri Lanka</i>
10. Paul Nteza, <i>UNDP Uganda</i>	47. Joel Kolker, <i>World Bank - Public Private Infrastructure Advisory Facility, Kenya</i>
11. Geoff Prewitt, <i>UNDP Bratislava</i>	48. Victor Manuel Carrera Torres, <i>Universidad Privada Antenor Orrego, Peru</i>
12. Valentin Post, <i>WASTE, The Netherlands</i>	49. John Pasch, <i>USAID Bangkok</i>
13. Jeffrey Sachs, <i>Columbia University, USA</i>	50. Seung-yeon Lee, <i>Ministry of Planning & Budget, Republic of Korea</i>
14. Lara Yocarini, <i>UNDP New York</i>	51. Dr. Nurul Alam, <i>Jahangirnagar University, Bangladesh</i>
15. Mahesh Patel, <i>UNICEF Bangkok</i>	52. Kadmiel Wekwete, <i>UNCDF, New York</i>
16. Miguel Perez Ludena, <i>UN-ESCAP</i>	53. Jacob Gyamfi-Aidoo and Ndey-Isatou Njie, <i>UNDP Dakar</i>
17. Quirin Laumans, <i>SNV Mozambique and Zimbabwe</i>	54. Felix Adegnika, <i>Partenariat pour le Développement Municipal, Bénin</i>
18. Prudence Kaijage, <i>MS-Training Centre for Development Cooperation, Tanzania</i>	55. D.Tsogtbaatar, <i>Foreign Policy Advisor to the President of Mongolia</i>
19. Purushottam Shrestha, <i>Public Private Partnerships for Urban Environment, Nepal</i>	56. Gerard Payen, <i>AquaFed, Brussels</i>
20. Denis Nkala, <i>UNDP Bangkok</i>	57. Jane Samuels, <i>Removing Unfreedoms</i>
21. Adnan Aliani, <i>UNESCAP, Bangkok</i>	58. Roland Msiska and SACI Team, <i>UNDP Johannesburg</i>
22. Lena Virabouth, <i>Water Supply Authority of the Lao PDR</i>	59. Eugene Nkubito, <i>UNDP Rwanda</i>
23. Gugu Molo, <i>Iman-Africa, South Africa</i>	60. Morriesen, Kurt Alois, <i>Inter-American Development Bank – LADB, Washington, D.C</i>
24. Simran Singh, <i>UNDP Ghana</i>	61. Lenni Montiel, <i>UNDP New York</i>
25. Mario R. Delos Reyes, <i>University of the Philippines</i>	62. Dele Olowu, <i>Consultancy, The Netherlands</i>
26. Henri Lo, <i>Senegal</i>	63. Graham Sansom, <i>UTS Centre for Local Government, Australia</i>
27. Kae Yanagisawa, <i>UNDP New York</i>	64. Japhet Makongo, <i>Ubunifu Associates, Tanzania</i>
28. David Crossweller, <i>Wherever The Need, UK</i>	65. Santanu Gupta, <i>XLRI, School of Business and Human Resources, India</i>
29. Geoffrey Hamilton, <i>UNECE, Geneva</i>	66. Jiu Daunivalu, <i>Ministry of Public Service, Public Enterprises and Public Sector Reforms, Fiji</i>
30. Anand Chiplunkar and Theresa Esteban, <i>Asian Development Bank</i>	67. Eirin Naess-Sorensen, <i>UNDP New York</i>
31. Niloy Banerjee, <i>UNDP Bangkok</i>	68. Thiyagarajan Velumail, <i>UNDP Bangkok</i>
32. Getachew Asamnew, <i>UNDP Ethiopia</i>	69. Berta Pesti, <i>UNITAR, Geneva</i>
33. Leyla Sen, <i>UNDP Turkey</i>	
34. Dafina Gercheva, <i>UNDP Bratislava</i>	
35. Massamba Diene, <i>African Development Bank, Tunisia</i>	
36. Bill Tod, <i>SNV Asia</i>	
37. Shubhagato Dasgupta, <i>IFC and World Bank</i>	

Launch Message

From guest moderators: Professor M. Sohail, WEDC of Loughborough University (UK), and Maleye Diop, PPP-SD Global Task Manager, UNDP

Dear Colleagues,

We are pleased to launch this e-Discussion on “*Capacity to effectively and sustainably deliver local basic services to the poor*” which was introduced by Mr. Olav Kjørven, Director of the UNDP Bureau for Development Policy. It will run for 3 weeks, starting today **Monday, 08 October until 26 October (extended to 02 November)**.

Access to basic services such as primary education, health care, clean water supply, sanitation (liquid and solid), and energy supply, is vital to poverty reduction and the achievement of the MDGs.

However, due to rapid population growth, migration and urbanisation processes taking place in many developing countries throughout the world, the pressure on these services is mounting at an alarming rate, where governments find themselves unable to keep pace with the ever growing demand and limited resources.

Moreover, an increasing number of countries are decentralising governance and delegating many of these services to sub-national governments that have now the pivotal responsibility of directly meeting these basic needs of their population. Unfortunately, in many developing countries the capacity (human, institutional, financial) to assume this new role by local authorities remains very limited.

And yet the year 2015 approaches steadily whilst much still remains to be done to make the benefits of economic growth and development to deliver to the poor and other disadvantaged groups as well and, therefore, achieve the MDGs targets. Because most of the MDGs are about ensuring the delivery of these services, supporting developing countries to put in place an enabling policy and regulatory environment and develop the capacity of state and non-state actors is essential to improve local service delivery to the poor and the achievement of the MDGs targets. Therefore, concentrating all efforts on finding and applying innovative, effective and sustainable ways of delivering these basic services is imperative.

As many experiences have shown, there is an emerging international consensus that calls for formally opening up the basic services delivery sector to a broader range of actors such as private sector (large and small formal and informal), community-based organisations, non-governmental organisations, faith-based organisations, etc., within the context of adequate regulatory frameworks and systems that include a set of quality standards, level of service and conditions for effective and sustainable provision of basic services to the poor.

Such an approach is stimulated by and elemental to the concept of Public-Private Partnerships (PPPs) and can indeed deliver tangible economic, social, and environmental benefits to the poor as well, thus contributing to the MDGs localisation efforts.

Potentially, pro-poor PPP is intended to deliver basic services to the poor and, most likely, by the poor themselves, thus, enhancing their access to adequate affordable services while providing them with economic and livelihoods opportunities.

Moreover, such an approach can potentially empower the poor and other marginalised groups and catalyze effective participation, representation and freedom in choice for service level, provider, planning, investment, service tariff and its adequacy.

However, for this to take place there is another emerging global consensus which recognizes the crucial role of local authorities in that and, therefore, calls for concerted efforts in strengthening and further developing the capacity of local governments to deliver services on an equitable and sustainable basis locally, while removing the numerous constraints and streamlining policy, financing and institutional frameworks set by national governments.

To guide the discussion, below is a set of questions that we believe embraces the critical capacity issues around local services service delivery and we would like network members to respond to:

- ☐ **Question 1:** What Government (national and/or local) need to do to better channel the energy and innovations of Non-State Actors (large and small, formal and informal private sector, NGOs, Community-Based Organisations, Faith-Based Organisations, Civil Society Groups, etc.) in order to improve local basic service delivery to the poor and contribute to the MDGs?
- ☐ **Question 2:** What are the key capacity challenges that Government (national and/or local) and other Non-State Actors (NGOs, Community-Based Organisations, Faith-Based Organisations, Civil Society Groups, etc.) are faced with to address local basic service delivery for the poor?
- ☐ **Question 3:** What are the key capacity challenges preventing to take to scale successful local basic service delivery multi-stakeholder partnership initiatives and make greater impacts in poverty reduction and the MDGs?
- ☐ **Question 4:** What are the key lessons learned from your experience with local basic service delivery initiatives involving multi-stakeholders partnerships, highlighting concrete actions and activities on the ground? If those partnerships deemed successful, what are the critical requirements to ensure that the needs and preferences of the poor and marginalised groups are met?

The discussion will be co-moderated by Professor M. Sohail from the Water, Engineering and Development Centre (WEDC) of the Loughborough University (UK) and the PPP-SD's Global Task Manager Maleye Diop. Other resources persons for this e-Discussion also include, PPP-SD team members, PPP Policy Specialists Mr. Batdelger Luuzan and Mr. Kwame Asubonteng and the Capacity-Net Facilitator, Ms. Jayne Musumba.

We look forward to your active participation and sharing of your valuable knowledge and field experiences to enable us to better understand the core issues, challenges and what has been successful around services delivery to support countries more effectively in their poverty reduction efforts and progress towards the achievement of the MDGs.

Kind regards,

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Public-Private Partnerships for local Service Delivery (PPP-SD).

Capacity Development Group - Bureau for Development Policy, UNDP

Related Resources

Recommended Resources from Launch Message:

- [Concept Note of the E-Discussion: Capacity to effectively and sustainably deliver local basic services to the poor](#)
- [Supporting Capacity Development: The UNDP Approach](#)
- [Joining Forces and Resources for Sustainable Development: Cooperation among Municipalities](#)
- [Partnerships for Service Delivery](#)
- [Public Private Partnerships and the Poor](#)
- [Access through Innovation: Expanding water service delivery through independent network providers](#)
- [UNDP Practice Note on Supporting Capacities for Integrated Local Development](#)
- [Toolkit for Pro Poor Municipal Public Private Partnerships](#)
- [Step-by-Step Guide for Pro-Poor Public Private Partnership: For a Basic Urban Service](#)

Additional Resources from Network Discussion:

- [Area Based Development Toolkit](#), UNDP
- [Peace and Stability Through Sustainable Social and Economic Development: Lessons from Community Based Approaches in Water Supply Projects for Multi-Ethnic Neighbourhoods in Crimea](#), The Crimea Integration and Development Programme
- [Reforming the delivery of public services: who decides?](#), University of Birmingham
- [Addressing mistrust between governments and non-state service providers](#), University of Birmingham
- [Reports from research projects on Non-State Provision of Basic Services](#), University of Birmingham
- [First in the Queue? Mainstreaming the Poor in Service Delivery?](#), Harvard University
- [UNDP Practice Note on Supporting Capacities for Integrated Local Development](#)
- [Access to basic services: The importance of good governance](#), UNESCAP
- [SANIMAS and other practices on water and sanitation](#), UNESCAP
- [Impact Evaluation Study on Water Supply and Sanitation Projects in Selected Developing Member Countries](#), Asian Development Bank
- [The Local Government Code of the Philippines](#)
- [Country Case Study: Philippines](#), FAO
- [Pushing for Local Sectoral Representation in the Philippines: Parallel Strategies at the Local and National Levels](#), Institute for Popular Democracy, Philippines
- [Output-based aid in Cambodia: Private operators and local communities help deliver water to the poor](#), The Global Partnership on Output-Based Aid

- [Development Indicators Mid-Term Review](#), South Africa
- [Environmental Cooperation-Asia](#), USAID
- [United Nations Capital Development Fund: Investing in Least Developed Countries](#), UNCDF
- UNDP Human Development Report 2006, [Beyond scarcity: Power, poverty and the global water crisis](#) (Complete Report)
- [Capacity Building for Local Governance Actors' \(CBLGA\) Programme](#)